



Brittany Butler casts a wary eye towards Santa at the General Office Christmas Party. See pages 2-6 for more Yuletide action at Inco.

# INCO Triangle

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Christmas wouldn't be complete without candy canes and Erica Mitchell, 2, enjoys hers. Her father Eric, who works in Purchasing and Warehousing, just hopes she doesn't get any in his hair. The picture was just one of many taken at several Inco Christmas parties that made a great start for the Christmas season.

❄️ Merry Christmas ❄️



Robert Tan, who works in Mines Research, helps his son Siyan, 8, open his gift. Robert also brought his other son Albert, 3.



Amy Boudreau just doesn't know what to think of the man with the big white beard. Her mother, Samantha, who works in Mines Research, comes to the rescue in the nick of time.



David Muldoon gives his daughter Laurel a helping hand with her new Barbie Doll. David's wife Jo-Anne works in Purchasing.



'Arnie the Clown' greets Samantha Boudreau and her 18-month-old daughter Amy at the door of the Copper Cliff Club. Samantha, who works in Mines Research, also brought her two-month-old son Eric along.



She may be a little too young to tell Santa what she wants for Christmas but Brittany Butler can still hold his attention. Rollie and Carol Wing brought their eight-month-old granddaughter to the General Office Children's Christmas party.



Jeanette Leftly of Information Services tries on a Santa Claus outfit to be used to dazzle youngsters at one of the many Christmas parties held during the season. She's one of scores of people every year who take advantage of the Public Affairs suit "rental."



Coreen Kenyon of PT Inco bends Santa's ear with her Christmas wish list at the General Office Children's party.



# Santa Inco's guest of honor at Christmas parties



Santa was popular among the youngsters at the General Office Children's Christmas party.



Richard Sitko, who works at the Nickel Refinery, gets a timbit from his granddaughter Christie. The one-and-a-half-year-old took great delight feeding him.



Danica, 4, and Dylan McPhee, 5, enjoy a photo opportunity with Santa Claus at the General Office children's Christmas party. Their father Cory works in Public Affairs.



Hundreds of children enjoyed Arnie the Clown's performance during the Christmas party.



Arnie the Clown kept the children entertained while waiting for Santa Claus to arrive.

**T**is the season for Christmas parties. Both past and present Inco employees and their children enjoyed the annual tradition again this year.

Rene Gagnon, a miner at Stobie Mine summed it all up. "I think these Christmas parties are great. It's really for the kids not the parents," he said, while holding his 19-month-old son Travis.

Rene and his wife Tracy joined hundreds of others at the annual Children's Christmas Tree sponsored by the Copper Refinery Athletic Association.

Robbie the Clown personally greeted everyone at the door with balloons and a big smile as they came into the Caruso Club's hall. It seems that Inco retiree Robbie Roberts has found a new calling. "We started about three or four years ago giving out balloons to the kids. They loved it so we kept it up."

The red and green balloons kept the children entertained as they waited for the arrival of Santa Claus. Finally the big moment arrived and the jolly old elf took his place in front of a large decorated tree. The excitement was hard to contain.

Doug Dickieson, who works in engineering, brought his children Jennifer, 6, and Scott, 3. "They're so excited," he said. "This is their second year to attend the Christmas party. It's a real highlight for the kids and they look forward to it."

This year, instead of showing videos, the Athletic Association decided to try something different. Thanks to Phil Lachance the Sudbury Laurels came in and presented a 20-minute gymnastic performance. Phil's 13-year-old daughter Sarah is a member of the club and though she has been off sick recently it

didn't stop her from cueing up the music for her fellow gymnasts.

The attendance was so great for the General Office Christmas party that the location had to be moved from General Engineering to the Copper Cliff Club. In addition to Santa making an appearance, the children enjoyed a special visit from Arnie the Clown who conducted a sing-a-long and read a story to the youngsters.

The Copper Cliff Mines Association held their party again at the Jarrett Centre. About 300 children came out to sit on Santa's knee, have a

hotdog and pop, and play with their toy.

In the midst of everything going on, four-year-old Aaron Vale sat at the table with his parents Walter and Beth. A smile as wide as the brim of his new firefighter's helmet showed his delight while the red light on top of the helmet flashed.

At times it was difficult to hear the sirens wail with the talk and shrieks of delight. Walter, who works in construction at South Mine, is prepared to listen to the siren well into the holidays saying that toy batteries seems to last the longest.



Now Christopher Campeau can play hockey with his new stick. His father Denis, who works at the Nickel Refinery, brought his five children along to the party.



Garwin Pitman, who works in maintenance training, checks in while his son Gabriello receives a balloon from Robbie the Clown.



Doug Dickleson, who works in Engineering, takes his children up to meet Santa. But this is as close as Jennifer, 6, and Scott, 3, got.



Before taking his place in front of the Christmas tree, Santa Claus made the rounds to say hello to everyone at the party. Here he greets Inco pensioner, Joe Leduc with his granddaughter Jacqueline.



The audience is amazed at the performance given by the Sudbury Laurels gymnastic club.



Travis Gagnon is mesmerized by Santa Claus while his dad, Rene, a miner at Stoble Mine holds on to him.



The Byrnes family is all smiles. The flash furnace worker is surrounded by his three-month-old daughter Danyka, two-year-old daughter Mercedes and three-year-old son Dylan.



Santa Claus gives eight-year-old Ashley Osinkowski a sucker because she's been such a good girl this holiday season. Her dad is Inco dryman Roman Osinkowski.



Sarah Spencer has a big smile for Santa Claus as she sits with her father Roger of the Copper Refinery and her brothers Michael and Troy.



Robbie the Clown is surrounded by Gabriello and Sabrina Pitman. Their father Garwin, who works in maintenance training, is not too far off.





It's hard to pick just one toy when there are so many to choose from. About 300 children attending the Copper Cliff Mines Association party got to choose a present from tables laden with gifts.



Robyn Booth, 16 months, jingles Santa's sleigh bells at the Christmas party at the Jarrett Centre. Her father, Bob, who works in South Mine engineering, wasn't too far off.



It will be easy to find Aaron Vale this Christmas with his new firefighter's helmet on, says his father Walter, who works in construction at South Mine.



Stephen Halas shows off his new toy as his dad Ron, of Stobie Mine Engineering, watches.



Stéphanie-Lynne Paquette, 22 months, is simply fascinated with the Christmas tree as Santa gives her a close-up view. Her father Roger, who works in maintenance at North Mine, sits nearby with his three-year-old son Eric.



# A special Christmas at Christianview

A large colorful banner proclaiming the words Jesus is the Reason for the Season adorns the front lawn while food and fellowship warm the hearts within.

This Christmas, Christianview, the Christian based drop-in centre, soup kitchen and meeting place in Port Colborne, will again hold an old-fashioned Christmas dinner on December 22 for all their soup kitchen patrons and their families. Several turkeys have already been donated for the event.

"Last year we served more than 60 people," says Christianview volunteer Barb Ceply. "This year we're expecting even more. We're serving a full turkey dinner with all the trimmings."

But their goal is much more than a hot meal.

"What we're trying to do is bring forward the true meaning of Christmas — Jesus is the reason for the season."

Christianview, the former Inco recreation building, has been in existence for almost half a decade now, helping to meet the needs of young people, the elderly, those who are lonely and those who just need a warm meal and some companionship. Donated in 1989 by Inco Limited, the building, with its many facilities including a gymnasium, small bowling alley, large kitchen and meeting areas, has seen a great deal of public use since becoming a drop-in centre.

"They have been a big help," Mrs. Ceply says of Inco.

Once a week as many as 40 people come to Christianview's soup kitchen where donated food is served by volunteers — some of who's children join in the programs the centre offers for young people.

"They're giving back by volunteering their services,"



Christianview volunteer Nick Ceply finishes erecting the drop-in centre's message for the holiday season.

Mrs. Ceply says.

Those who come to eat, however, keep coming back for the fellowship as much as the food.

"Many people come to the soup kitchen alone and this has become their family," she says, adding that before every meal prayer requests and praise for answered prayer are as important as the food itself. They also have a scriptural reading for the day.

They even have second-hand clothing there for people who need it. Donations of both food and clothing, she points out, have

been generous.

Friday and Saturday evenings are for children and teens ages 6 to 19. There are games, crafts and one can usually find a game of basketball or volleyball going on in the gym.

Now, with the festive season just around the corner, the children are making all the decorations which will adorn the halls of Christianview. All items used for crafts are donated.

Although she admits there are many challenges involved in keeping the doors open, Mrs. Ceply says

Christianview's volunteers are ready and willing to work hard to overcome any obstacle. "We held a banquet fundraiser and it was a sell out. We served between 225 and 338 people. That was excellent because it was our first one. The response from the community was excellent." So they're planning another one this spring.

Meanwhile, never being ones to let the snow pile up under their feet, Christianview volunteers have planned some fundraising activities for the holiday season including selling crafts made at the centre and Christmas caroling.

Through it all, however, Mrs. Ceply and her husband Nick continue to express their thanks to Inco Limited for the donation of the recreation building itself. The donation, they say, was the start of something positive for Port Colborne.

So this Christmas as every family prepares for the holidays in their own traditional manner, a number of people, some who would otherwise be alone and possibly hungry, will get together to enjoy a hot meal and celebrate thanks to the efforts of caring people and the generosity of others.

## Lab's Santa a big hit

Santa Claus (Steve Baksa) paid a surprise visit to the J.R. Gordon Research Laboratory's Children's Party at the Sheridan Park Conference Centre.

This year 29 children were treated to a magic show by Burlington's "Jimbo the Clown" and balloon sculpturing by "Sparkles". Everyone enjoyed a pizza snack before heading home to play with their new toys.

The Children's Christmas Party is not just an annual but a year-round event at JRGL. Funding for the party comes solely from the profits made at a raffle held at the Directors' Barbecue in July and from the profits generated by vending machines in the lab's lunchroom.

This year the party team

consisted of Diane Baksa, Steve Baksa, Dennis Bay, Chris Doyle, Nelly Goddard, Dawn



J.R. Gordon's Ric Stratton-Crawley and son Johnathan enjoy the festivities.

Greville-Hynek, Janet MacLachlan, Indje Mihaylov, Nancy Parker, Kevin Reynolds, Kevin Stewart and Ric Stratton-Crawley.



Sheridan Park youngsters and their parents enjoy the magic show.



# in touch

## Don Booth: graduate of graduates

There's something about Donald Booth that doesn't fit the stereotype of the pedagogue. One is immediately impressed by the dignity, charm and intelligence of the man, yet the full head of silvery white hair, gold rimmed glasses, white shirt and tie don't reflect the pomposity and rigidity that many associate with a school principal.

It soon becomes evident that Don has managed to retain the enthusiasm, idealism and intrepidity of his much younger charges. Sporting a lean frame and a mind unblunted by his 82 years, he seems capable only of instilling motivation.

Getting sent to the principal's office at Don's school couldn't have been the terror most of us remember.

"I'm in my element in the classroom," he said. "I got to be a principal by accident... nobody else wanted the job."

Inco has been the beneficiary of the retired educator's life-long dedication, commitment and pure love of teaching. As a member and chairman of the Inco Scholarship Committee, he's had the difficult job of helping to pick through the thousands of applicants for Inco Scholarships over the past 26 years.

Catherine O'May, manager of corporate contributions with Inco Limited, said she and her predecessor, Janice Griffiths, were proud to have an educator of such repute as Mr. Booth involved with the company's scholarship program.

"Don Booth has been of tremendous assistance over the past decade or so and his wise and fair counsel has been invaluable in making sometimes very difficult decisions. He has refined the selection

process over the years to the point where I am confident that it is as absolutely fair and equitable as it can possibly be," said Catherine.

He's recently retired from the post, the final separation from his chosen vocation.

"I retired (as a principal) in 1976, and working with Inco has enabled me to keep contributing. It's also helped me keep in touch with what's happening in the educational field."

Don's been a part of much of what's happened in education over the past half-century. Even as a student, he loved school. "I guess a big reason for that is the principal we had took a shine to me and kind of nurtured me. As a result I won an entrance scholarship at Queen's. My father would never have been able to afford to send me to university."

The recruiter called before he could return to the classroom. He tried to enlist in the air force as a flier, but an asthma condition kept him on the ground fixing airplanes for the duration of the Second World War.

"It was a wartime thing



Teacher Donald Booth with a portrait presented to him on retirement by his students. The rocking chair is one of many pieces of furniture he's crafted.

only," he said. "I hated the military. As soon as the war was over I went to teachers' college."

After graduating, he became one of two teachers at a rural schoolhouse. "Although the money was lousy, it was a marvellous way to begin a teaching career," he said. "You got to know all the kids and their families. Things were very intimate in those days. In a way, the teacher was part of the family."

"And the kids rural farm

ertheless finds fault with the huge educational warehouses that keep teachers and students separated.

"I figure about a thousand kids should be the limit. You can still know each student, yet provide facilities for a wide range of interests."

He's never forgotten the personal touch in both his own education and as a teacher. "The biggest opportunity missed was 20 years ago when enrolment began dropping off (as the baby boomers moved

kids... were glad to get the education. They appreciate it."

Don has managed to retain his optimism despite all the criticism of the massive changes in the educational system.

"The times today... they're so fluid. It's hard to characterize the way things have gone. When I started it was more of a community thing with family, church, school and community all in one. Today it seems that the schools have had to try and salvage what the others have abandoned."

Although unwilling to return to the one-room schoolhouse, he nev-

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## In Memoriam

NAME		AGE	DIED	YEARS OF SERVICE	NAME		AGE	DIED	YEARS OF SERVICE
Boehlen	Guenter	66	Nov. 17/93	33	Ostrowski	Wladyslaw	71	Nov. 12/93	31
Clarke	Walter	60	Nov. 11/93	25	Paquette	Aurele	71	Nov. 23/93	35
Graham	Stanley	80	Nov. 9/93	35	Plotto	Lino	90	Nov. 14/93	40
Gratwicke	Fred	79	Nov. 10/93	25	St. Michael	Wilfred	79	Nov. 11/93	26
Kuzmaski	Stephen	81	Nov. 29/93	39	Stephenson	William	91	Nov. 6/93	32
Langdon	George	78	Nov. 19/93	40	Stevens	Ellsworth	71	Nov. 12/93	22
Liimatainen	Ossie	79	Nov. 30/93	44					



# MAKING *Change*



The Nickel Refinery laboratory operates around the clock, seven days a week to analyze product to be shipped to customers. Reviewing the procedure are laboratory superintendent Gideon Smith, senior analysts Selja Binmore and Bob O'Dalsky and Quality Assurance and Technical Services team leader Wayne Leavoy.

## Team Nickel Refinery: Pioneering the paradigm

There's something *deja vu* about flipping to page 49 in the Division's little yellow phone directory. The heading says "Copper Cliff Nickel Refinery" alright, yet the listings below the heading remind you of another place, another time.

It's like reading a hockey tournament program.

Departments are listed as teams, each under a team leader. There are three product teams and four service teams, all with broad responsibilities ranging from administration to technology.

Machinist Lorne Drisdelle, a union steward who has been involved in the refinery's "change of culture" from the start, is convinced the team approach is more than just window dressing.

"It's making a difference," he said, "especially in improving communications. There was suspicion at first. People figured it was just smoke and mirrors, but it's become clear that management is committed to the new approach."

In fact, trust was the initial issue to be tackled. "It was the main obstacle when we began," said Lorne. "It was clear that management had to make the first move."

He said the change was subtle at first. "You can't do something like this overnight. It takes time. But now the changes are bearing fruit."

"Employees are coming to work happier than they used

to. They have an input into their work today and the responsibility that goes with it."

One statistic that reflects the change is the grievance procedure. "Last year we had about 250, this year less than 100," said Lorne. "That's not because there are fewer problems, but because the problems are being solved much more effectively today, before they become a major issue."

Solving snags before they become major problems is a direct result of the improved communications, says Lorne. "I have a direct line to management. We get much more accomplished this way."

For yard operator Joey Presta, the change in culture is pretty much a matter of interpretation. "It's worked with some and not others. I guess there's pros and cons with everything."

Joey says he's experienced a lot of problems and the new system is "pretty much" the way he's always operated. He figures a majority of people have "bought in" to the new system and that some change is already evident.

"But I suppose this is a bad time to ask," said Joey. "Morale is pretty low right now with the shutdown. Some peo-

ple feel that they've participated in the changes, yet we're still faced with a shutdown."

Joey thinks that a majority have been convinced about the



Yard operator Arnie Dowdall with one of two blades purchased for Nickel Refinery snow removal. By doing it themselves, the yard crew saved almost \$140,000 annually.

value of closer cooperation, with the changes already in place, that management is committed to the team approach.

Operations superintendent Clive Lewis said the refinery has been reorganized from a hierarchical, top-to-bottom chain of command to a horizontal structure. "We've torn down the complicated vertical structure and replaced it with a system that works," he said.

"To put it bluntly, the old system tended to isolate people. The new system breaks down the barriers. The new system gives us an easier route to the employee who really counts . . . the person doing the work on the shop floor."

If the refinery's organizational flow chart looks like a team roster, Clive has all the appearance of a no-holds-barred coach. Dressed in a golf shirt and slacks (with a sports coat hung over the back of his chair for emergencies), the stocky, outspoken veteran of 28 Inco years has the appearance of the "Kick-Butt Brigade" member he says he once was.

"I was suspicious at first of the new management style. I'm from Missouri. I gotta see it work before I believe it. But today, I don't think there's anyone at the refinery who hasn't been convinced that this is the way to go."

He scoffs at the suggestion that the refinery's reorganization might be considered only window dressing, only a change in terminology for the same old thing.

"We put nearly every single one of our approximately 360 employees at the complex through a two-day facilitator

workshop to open the lines of communication, encourage people to work together as a team and to give them the tools to do it with: We want to encourage people to say what they think. Used to be we told people to leave their brains at the front gate. No more. If we're going to survive, we'll all have to work together as a team."

What the refinery is going through is nothing short of a revolution, he said, a cultural change that takes time to take root. But already, there are signs that it's working.

"We've seen improvements in safety, productivity and other areas of our operation," he said. "Our problem-solving teams have come up with a wide range of improvements, from sanding and salting of the complex roads to better ways to capture particles of dust in off-gasses."

He said downtime has been vastly reduced in some areas. Approaching major overhauls as a team effort, for example, has meant major gains in efficiency. Applying the team principle, a Main gas compressor overhaul and reactor overhaul turn-around time has been reduced significantly.

"Every one of these improvements," said Clive, "was done by problem solving teams of our people."

The refinery's "revolution" is on the leading edge of what Inco is trying to do at every department, shop, mine and office in its world-wide opera-



# MAKING Change

tions. Communication, teamwork and cooperation is changing the Inco workplace irreversibly, and teams of employees working together have made great strides in improving processes, productivity, safety and efficiency.

## Customer-driven

Why is the Nickel Refinery leading the way?

"No great foresight on our part," admits Clive. "Frankly, we were forced into it early, before the need for these changes became evident elsewhere."

"Our changes," he said, "were demanded by our customers."

More than any other Sudbury operation, the Nickel Refinery deals directly with the customers for the variety of products it makes. Ranging from nickel pellets, varieties of nickel powder products, high purity nickel oxide and nickel strip for coinage to specialty strip for high-tech industry and even surplus steam for heating the neighboring Copper Refinery, many of the Nickel Refinery's products go directly to the customer.

"That makes us extremely sensitive to market conditions," said Clive. "We recognized the problem here earlier because we are more directly connected to the marketplace. I figure that if our customers hadn't pushed us, we wouldn't be where we are today."

By the mid '80s, the writing was already on the wall. "Things were changing," said Clive. "The Japanese were changing the face of the mar-

ketplace. Consistency of quality was the new philosophy and our customers demanded it, and only by bringing every employee on board could we guarantee it."

"All our products were being scrutinized for quality everywhere in the world-wide market. It became obvious that if you couldn't produce the highest quality product at the lowest cost, you shouldn't be making it."

Faced with the market's ultimatum, the refinery began rethinking old ways of doing things and about five years ago, implementation began.

Although everything was in place by 1992, Clive emphasizes that "in place" doesn't mean "completed." He said the changes at the refinery are far from permanent.

What is permanent, he said, is change. "Keeping up with the competition will mean constant improvements, finding better ways of doing things to keep up with a constantly-changing market."

There were those, he said, who were dragged into the new reality kicking and screaming. "We reduced six levels of management to three. Power bases were destroyed, empires were crushed. There's always a built-in hesitancy to change, especially when it means giving up power."

Luckily, he said, the resisters were few, particularly after the "new ways" began to show results.

After some initial suspicion and hesitancy from the shop floor, Clive is convinced that people are beginning to not only accept, but be enthusias-



Shipping dispatcher Larry Woloshyn: happiness is getting something to where you're shipping it.

tic about the new way of doing things.

"We've had 'survival' meetings here, a kind of state-of-the-union address that lets our people know what problems are facing us. It's amazing how constructive these meetings are compared to the bitch sessions of the old days where everybody pointed a finger at everybody else. There are still some of the older guys who remember the boot in their rears, but they're only a few. For the first

time in my 28 years at Inco, I see my job today as more of a teacher than a boss," he said.

"On a personal level, I find my job today much easier, more interesting and rewarding. I wish I'd known about all this 20 years ago."

Many employees feel the same way. "I think now that people here have a taste of the new way, they wouldn't choose to go back to the way it was," said Lorne Drisdelle.

He figures the refinery has

become a kind of model for what will soon take place at all of Inco's workplaces.

The refinery program has even captured interest outside of company circles. Since a paper on the program called "Behavioral Change and How to Do It" was delivered at a Calgary industry conference recently, more than 150 requests from Canadian and American companies for a prepared paper on the refinery program have been received.

## Shared vision replaces iron fist at CCNR

Nickel Refinery manager Stewart Gendron will tell you in no uncertain terms that the "good old days" of iron-fisted management weren't that great.

"Fact is, you spent a lot of time trying to maintain control... to keep on top of things. Today, I feel more like a coach, and it's a lot easier... and rewarding... than the old way."

Stew, a manager for five years before he became a kind of team leader at the refinery, thinks the substantial progress made so far is one of establishing a vision shared by refinery employees.

"I think we've come a long way in that direction," he said. "I think most people at least understand here where we want to go. There's still a long way to go, but I have little doubt that we'll make it."

Stew's not the kind to rush things. The cultural change from the old workplace to the new will take time, he says.

"It's generally estimated that a change of this sort will take from five to seven years. I think we're on target."

When Stew set up office at the refinery late in 1990, the refinery's planned change of character was little more than a facelift. "Some of the teams were in place, but the project was still staff driven," he said. "We needed everyone's involvement, so the old style of management just wouldn't do."

"It's all a question of leadership rather than management," he said. "The leader we needed was not one who tells others what he wants done, but one who encourages others about the advantages of working together to reach a common goal."

The changes demanded were revolutionary, and like most revolutions, overthrowing the old was much easier than establishing the new.

"We've made some real headway and it's starting to show up in our safety, production and the bottom line," said Stew. "Yet there are still a few who are hesitant about the new direction."

Ironically, Stew's only doubts were about himself. "I knew what the vision was and I'd watched other people do it. But it's differ-

ent when it's up to you."

"As far as the response of our people is concerned, I don't think I ever doubted that they could do it. Yet, I'm constantly pleased and surprised at just how well they've got involved." While the changes are seen as vital if the refinery... and Inco... are to stay in business, there's even more of an advantage for employees than simply keeping their jobs. Most employees will admit... a few grudgingly... that the atmosphere is decidedly better than it used to be.

Says refinery Health and Safety representative Shirley Brown: "The open and constructive dialogue has helped us focus on real safety issues — identifying basic causes, conducting more comprehensive incident investigations and identifying routes to continuous improvement. One result has been an improvement in the quality of our safety and loss control effort and a significant decrease in our lost time days off the job."

"At this time, I would say that employees and supervision get along better because there is

mutual respect for each other and this transforms itself into many areas such as meetings," said machinist Lorne Drisdelle.

Previously, safety meetings would end with a question period, and with the exception of a few, most of the employees would rather go back to work.

"We are currently exploring many different ways to make the safety meetings more fun and have the employees get more involved by relating their personal stories to the rest of the group."

He said that participation is particularly evident at new "stand up meetings" where the whole working group along with the foreman practice the communication skills that were taught at the facilitator workshop sessions.

"When the employees leave these meetings," he said, "not only are they better educated but they are much better informed. At these sessions we also discuss any problems that might arise. Because of the staff commitment from the foreman on up to the manager, the employees finally feel like they are part of the overall decision making process. This

has also helped the employees take more interest in their work and they are willing to accept more responsibility and become more accountable."

"There are many examples of this change in behaviour. A recent one occurred in my own work group, which is a central group made up of tradesmen providing service and expertise to all areas of the plant. Normal procedure each morning is for the employees to wait for the foreman to line them up with their job assignment for the day."

This small example demonstrates not only the employees' willingness to accept change, but their dedication to the company's betterment and survival in the challenging nickel business today.

"This probably would not have occurred a few years ago, however, there is now starting to be a recognition that we are all in this together," said Lorne.

Another good example is the approaching of major equipment overhauls as a team effort, which has meant major gains in efficiency.



# MAKING *Change*



South Mine's latest operator licence recipients celebrate. From bottom left, Instructor Gerry Valade, Fred Madore, Claude Guerin, Denis Morin, middle row, Instructor Denis Charbonneau, Jean Pierre Paquet, Carl Nadeau, Doug Martin, Instructor Mike Morin, Mine Superintendent Ivon Chaumont, Bill Cranley, Dan Gratton and Jim Gamey.

## Licence program enhances safety, productivity

**Y**our licence, please. You might expect these three words on a cruise on Sudbury's roads and highways . . . but underground?

Mobile equipment operators at Inco mines are being licensed in a new Inco training program that is enhancing safety, upgrading qualifications, saving money and making the job easier.

"I figure this program is going to emphasize safety even more, prevent a lot of unnecessary damage to equipment, enhance maintenance and make the job more rewarding for our people," said South Mine worker representative Andy St. Amour.

"It's worthwhile to have the licences I think because it protects both employees and the company," said new licence holder Dan Gratton. "The training makes you aware of all the safety procedures which I'm sure will probably cut down on the number of accidents."

Dan said that with the



Bill Cranley is the first to receive his operator's licence at South Mine from instructors Gerry Valade, Mike Morin and Denis Charbonneau.



# MAKING Change

## Clarabelle recovery team boosts output

A Mill recovery team, formed to improve copper and nickel recovery from the magnetic pyrrhotite circuit at Clarabelle Mill, forecasts a substantial production boost as the result of their focus on improving mineral liberation in the # 10 ball mill and implementing a preventive maintenance pro-

gram on the critical unit operations within the circuit (flotation, cycloning and magnetic separation).

The team's action plan included several mini-projects which were initiated.

A mineralogical review of the nature of copper and nickel losses revealed that the main cause of recoverable nickel loss

was insufficient mineral liberation. An optical assessment of the sample estimated that 20 per cent of the nickel was potentially recoverable through improved grinding in the #10 mill. Based on 250 million pounds of nickel in ore, and an eight per cent nickel distribution to concentrate, a 20 per cent improve-

ment equates to four million pounds of nickel on an annual basis. The team estimates that an increase of two million pounds per year is achievable through low cost modifications to the existing circuit and operating procedures.

The Mill recovery team members are Dave Wylie

(Instrumentation), Cleo Roy (Electrical), Richard Gouin (Maintenance), Tom White (Ore Flow), Cedrick Kelly and Heida Mani (JRGRL), Jim Truskoski, Rob Robison and Gaston Daoust (Operations), Ron Ducharme and Jeff McLaughlin (Process Technology) with Jack Kenny (CPT facilitator).

# MAKING Change

## Div Shop team studies improvements

Divisional Shops is in the midst of a major study that will assist the area in becoming even more efficient. In the last year many progressive changes have taken place at the shops. A firm believer in the Continuous Improvement Team approach to lowering costs, superintendent Lloyd Strong feels that the results and effort that the teams have shown are excellent and is also certain of the many areas of savings that lie ahead. With the help of Elton Geist, an in-depth maintenance study is in progress to show areas for improvement.

Although this study is often referred to as a Geist maintenance study, this is in name only. It is actually all Div Shops employees who are working on gathering data and interviewing personnel. The effort is being coordinated by Willy Metson, Bill Zawaluk and Tom MacDonald. The study is broken down into two parts. The first part looks at the administration aspect while the second half studies shop practices. Three teams have been formed consisting of individuals representing all of the shops. "Team A" is led by Steve Deighton, with members Hubert Seguin, Cal Hihnala, Bob Storie and Ray Roy. "Team B" is led by Denis Levesque, with members Pat Burns, Percy Barriault, John Maslakewycz and Rick Presseau. "Team C" is led by Klaus Truderung, with members Bud MacDonald, Karen Taggart, Paul Elson, Rick Coupal and Norm Kulmala.

The basis of the study is to improve the efficiency of the shops. Through the interviews, the employees feel that improvements are possible in the time it takes to process work. When it comes to quality, the shops are the best. The high level of skill and talent combined with the many years of experience owned by the men and women of the shops make the quality of the products and services delivered by Divisional Shops second to none.

The Bucket Team in the Heavy Repair Shop is very pleased with the cooperation and effort that all of the mines have shown in returning buckets to the shop for repair in minor repair condition. The Mobile Equipment Team went to all the mines last year and presented a video that the Bucket Shop team produced showing the desired condition of a returned scooptram bucket. The people at the mines were very receptive to the requests at the time and it shows. At the time of the presentation, major repair buckets made up 78 per cent of all work for the welders in the shop.

Today that amount has dropped to a low 20 per cent. According to parts coordinator Frank Priddle, the majority of the work being done is replacing the lips, corners, bosses and bushings. Communication has improved greatly. Shop supervisor Denis Hutchison also commends the effort by all working on the buckets. "We want our customers (the mines) to be totally satisfied with our product. Customer satisfaction is very important to us."

licences everything is spelled out. "Now an operator is licensed for what he has been trained to do and that is what he will do.

"With all of the different equipment in use it's good to have a refresher.

"It says right on the licence what you can and can't do. I'm licensed for a haulage truck only while other guys can do more," said Bill Cranley.

"I just came from surface to South Mine in June so this is all new to me.

"A lot of people run around using equipment that they're not qualified for so this will change that.

"From a safety aspect I think licensing is good because people will make sure the equipment is safe before using it."

South Mine's 200 equipment operators are the first of more than 1,800 mine equipment operators in the Division who will eventually be taken up another notch in training to better utilize some 60 different variations of mobile equipment used in the mines. Inco's surface plants are also planning to take part

in the program.

South Mine shotcreter Barry Hewlett has gone through the licensing procedure. He figures the course was invaluable and suggests a repeat every couple of years.

"I was pretty well up to snuff on the equipment I work on regularly," he said. "But on the others there were things that had changed and some things I had forgotten. I think the licensing program is a good thing. You get a chance to review.

I figured I knew it all, but the course is a good reminder of what you thought you knew."

Both Barry and fellow shotcreter Marvin MacGregor agree that safety is enhanced with the licensing. "I learned a lot of things that I'd forgotten," said Marvin. "I found the course valuable. You get into a routine at your present job and there's a tendency to forget about the things you don't do regularly.

"I figure it gives me an advantage. If I change jobs, I'm pretty well up on the new equipment."

It's not that our people weren't qualified, according

to South Mine superintendent Ivon Chaumont. "We have the best trained miners in the world right here. This program is designed to make the training and qualifications more specialized, more specific to the type of machines our operators are working on."

The licensing program is the last of six recommendations submitted by a total quality improvement team set up two years ago to examine mobile equipment operations in Inco's mines.

On the team were Coleman training instructor John Boden, Levack miner Bev Moggy, Stobie training instructor Tony Amyotte and Little Stobie mechanic Charlie Skinner.

The team audited all of Inco's underground equipment and surveyed operators, mechanics and others. "The idea was to talk to the people who work every day on the machinery. They're the people who know what the problems are," said Ivon.

Already implemented are recommendations that include the provision of a standardization of Equipment pre-

check booklet to replace a virtual library of 118 booklets, pamphlets and instructional sheets that had to be rifled through when an operator moved to another piece of equipment.

Also, equipment was labelled to facilitate component identification and brake testing. Another recommendation adopted was a system that identifies "ownership" of the equipment so that it stays with the training department until the appropriate training is provided to the person who will be running it.

Decals have also been placed on all switches, gauges and other indicators in the cabs of all new equipment.

Licensing is perhaps the most ambitious of the team's recommendations. The program enhances the more general equipment training, providing more detailed training for the many different kinds and variations of equipment used by Inco's miners.

"Our people were qualified for a broad range of equipment. With the constant changes in technology today, the equipment is changing along with it. This training

provides our people with the opportunity to keep pace with the changes," said Ivon.

Serving as the pilot project for the program, South Mine has managed through careful planning and timing to free up operators without any serious effect on operations on the mine.

"The people here at South Mine have given us excellent cooperation from day one," said All Mines trainer Mike Morin. "It makes the job not only pleasant, but effective and speedy. You don't find yourself fighting for equipment or people to do your job."

Mike, along with All Mines trainers Gerry Valade and Al Tryon make up a three-member team that will help each mine with the licensing program.

"If I didn't have these guys here, it would probably take me four or five years to train everybody on my own," said South Mine's resident instructor Denis Charbonneau.

"The feedback from this project has been very gratifying," said Copper Cliff Mines training supervisor John Lundrigan.



## Healthy People, Places conference a success

The Healthy People, Healthy Places III conference was well received not only by delegates but the public as well. Inco played an important role in sponsoring the third annual event held recently in Sudbury.

More than 350 participants from across the province took part including several people from Inco. Senior environmental analyst Don Richer was kept busy behind the scenes working on the steering committee. "There was quite a cross section of people from Inco who came out, from the mines to Local 6500," he said. "We had a number of people looking after the booth who were able to take in some of the talks as well."

The theme of the conference, "Healthy Communities in Action — You Make a Difference" — really came through. "I was really impressed, from Inco's standpoint. People from the south were amazed with the amount of community support from industry," said Don. "Indus-



Mike Paquet takes a moment to explain some of Inco's environmental clean-up efforts to Health Minister Ruth Grier.

try's involvement is important, especially in Toronto where there are a lot of corporate offices which may not be

as involved in the community."

Pam Tobin, supervisor of medical surveillance couldn't

agree more with Don about the conference's success. "We were very pleased. There was a lot of interest shown in our

displays," she said.

During the conference, which doubled as the annual meeting of the Ontario Public Health Association, Inco had three pictorial displays in the City Centre mall. Numerous other industry and social service organizations also participated.

Ontario Health Minister Ruth Grier stopped by the Inco display during her walk-about and talked with employees Fred Belanger, Tom White and Mike Paquet about Inco's clean-up efforts. The conference exhibits were intended to empower citizens to take action relating to health, economy and the environment.

Occupational Medicine staff took turns looking after the booth and answering questions. "We tried to have at least one nurse and a clerical staff person on hand to meet and talk with the public," said Pam.

She and three other rehab nurses introduced eight of the guest speakers at the conference.

## ISO register boosts market share

Inco's changing culture toward continuous improvement and quality assurance is infectious.

"During the past three years as many as 70 of our key commodity suppliers have become registered with the International Standards Organization (ISO) or the similar Canadian Standards Association," said Inco engineering specialist Al Higgins. "The surprising thing is that about 30 per cent have come back to us and said 'thank

you' for reasons such as an increase in their market share."

Al made the point in reference to industrial gases supplier Norweld Oxygen's recent certification under the 9000 series of quality standards by ISO.

Norweld president Louis Dionne said the company undertook the certification process at the request of Inco because ISO provides a framework of quality standards that is recognized by businesses

and governments in more than 90 countries.

Norweld is in the category of suppliers whose products and services impact on safety or quality assurance issues affecting Inco's customers.

"Norweld is now one of the companies that qualifies as a bidder for our welding supply requirements," Al said.

The Sudbury based packaged gases and welding distributor becomes the first Praxair facility in Canada to be registered with the ISO.

## More to the list of Inco medalists

We've been informed that the story in the October Triangle on page 10 — "Nine Inco volunteers among winners of prestigious medals" — was at least

two short of complete.

Alfred DeLuca and Homer Seguin were also awarded Canada 125 Commemorative Medals.

Alfred, a 36-year Inco vet-

eran who retired in 1985, was recognized for his work as a volunteer at Sudbury General Hospital.

Homer, who retired in 1982 after 31 years with the company, earned the medal for his activity in the health and safety field in Northern Ontario mining. Holding union positions (including Local 6500 United Steelworkers president) for most of his working life, Homer sits as workers' representative on the Ontario Workers' Compensation Board.

The Triangle got the information on the awards through official government channels and the two names weren't on the list.

If any other people were left out of our story, please let us know.

## Volunteer interpreters ease Payroll's job

Cynics would have you believe that the friendly Inco "family" atmosphere is an optimistic illusion, but the proof is in the small, every-day occurrences that are often missed.

The reaction to a recent Triangle story is a good example.

We carried a request by payroll analyst Rita Friel (October Triangle, Page 3, headlined "galima pervesti") that anyone able to read the headline should contact her. Rita held a letter from overseas written in a language she couldn't read, and she feared that it was something important that required a response from Inco.

A response she got.

Not only did she get the Lithuanian translated into English by pensioner (former Little Stobie general foreman) Fernando Albrechtas, but a deluge of telephone calls brought offers of any future translation from Latvian, Romanian, Estonian, German and others.

"Pass on to people my appreciation for the terrific response," Rita said. "We got calls from pensioners, employees and even relatives of employees."

She said the letter asked for information needed for the Lithuanian correspondent to clear up a financial death benefits problem.

The information has since been sent.

## Miner conference in January

The 26th annual Canadian Mineral Processors Conference will be held January 18 to 20 in Ottawa.

Topics to be covered include energy conservation methods, operations and maintenance,

new technologies and environmental technologies. For information regarding registration, you can contact R.J.C. MacDonald, Canmet EMR, 555 Booth St., Ottawa or call 1-613-996-2283.

## Inco wins bronze award

Inco has won two bronze awards in the mining category of the prestigious New York-based Financial World competitions.

The company's 1992 annual report to shareholders competed against 1,000 other entries in the international competition to capture the prize. The April, 1993 Dialogue video that featured the

company's annual meeting of shareholders also won a bronze.

Inco scored full points in three and only one point short of perfect in another five of more than a dozen areas used by judges to evaluate the entries.

Both wins will be featured in this month's issue of Financial World.





Dressed in housecoat and slippers, cashier Janice Giles was the most casual during Casual Day at the General Office.



Senior mines project engineer Ed Skene of Mines Technical Services got into the spirit of Casual Day with a special hat for the occasion.



Senior capital analyst Brian Closs and ledger accountant Evelyn Anderson, both of Capital Accounts: Donuts taste better casually dressed.



Capital analyst Mona LeFebvre and Claude Gravelle of the Total Quality Improvement team compare notes on the benefits of wearing jeans to work.



Senior capital expenditure analyst Sue Vincent and secretary Carol Lang, both of Mines Technical Services, show off some casual styles.



Systems analyst Gale Mangiardi, data input coordinator Thais Johnson and administrative clerk Sandra Hammond, all of Information Systems, take time out for a coffee break.

## Ties out, grubbies in at 'dressdown' fundraiser

Some people hung on to their ties like a security blanket, but in the end, most of General Offices' Smartly Dressed gave in to the Yuletide spirit of giving and slipped into their grubbies.

It was Casual Day, a unique fundraising one-day blitz to boost the United Way campaign coffers, and employees at the General Office and Occupational Medicine

department at the Copper Cliff Clinic paid \$2 for the privilege of trading in their suits, white shirts, ties and fancy dresses for sweatshirts and jeans.

"We raised over \$300 in the effort," said Smelter electrician and Inco United Way campaign co-chairman Brian King. "We had excellent participation and we hope to expand it next year."

The special event tapped

in to a National Casual Day campaign. It was the second time Inco employees took part.

"We expanded it from last year," said organizer Jeanette Leftly of Information Systems. "Last year we did it just in our department and it was successful, so we decided to expand the thing to include all of the people in the General Office. Next year, we hope to get other offices in the Divi-

sion involved."

Those who usually wore casual clothes to work were asked to dress up for the day, although apparently no one at the General Office had trouble dressing down. Rumors were circulating that a \$5 fine would be levied for those not dressing down (or up) but there's no indication anyone was fined.

Certainly not fined was

cashier Janice Giles, who came dressed in the ultimate casual . . . her housecoat and slippers.

"Some people were hesitant," said Brian. "It was great that Jim and the vice-presidents got on board. I think it sends the message that it's okay to participate."

Last year, over \$7,000 was raised in Sudbury on National Casual Day.





## HERITAGE THREADS

by Marty McAllister

I've been reminded lately that there are still folks around who have personal memories of the Mond era — up to 1929. And, of course, many of the second generation can recall youthful days at Mond, Victoria, Naim and Wabageshik, Coniston, Worthington, Garson and Levack.

As to the third generation, they have heard and read so many stories, and visited so many old digs, that they sometimes feel as if they lived there too. Will they, in turn, help create yet a fourth generation of 'Mond loyalists' — or will the grand old name be swept under Sudbury's sands of time?

For those who care to pass along the heritage of an organization that was once a worthy Inco competitor, and that added considerable depth and substance to the new, merged company, a slightly broader overview of the Mond story may help.

### But One of Many Ventures

When the Mond Nickel Company was formed in September, 1900, Ludwig Mond was already 61 years of age. It wasn't the desperate move of a man who must risk it all or perish — nor was it some little thing to help a retiree keep his hand in.

Ludwig had already become a wealthy man. His primary industrial concern, the huge Brunner-Mond alkali works, had already celebrated its 25th anniversary in 1898. There were a number of special dinners to mark the occasion, but the grandest event was the picnic in Winnington Park (adjacent to the main works).

The workmen, with their wives and children, made up the crowd of 12,000 that gathered that day. There was a bag of sweets for every child and a special souvenir mug bearing the portraits of the founders (I wonder if there are any of those mugs still around?). Also that day, after he and Sir John Brunner turned the sod for a new workmen's recreation club, the 'Old Man' made a speech. He told his employees it was time for him to cut down on his workload.

But his desire to produce nickel by his carbonyl process had become something of an obsession. Two years later, he made his first visit to pioneer Sudbury, accompanied by his oldest son, Robert.

At that point, the handsome Robert seemed likely to follow in Ludwig's footsteps. At least, he continued with some of the carbonyl research. Albert, on the other hand, was the ugly duckling of the two and had ambitions of a different sort. That same year, in fact, he ran for a seat in the British parliament — and lost. But he would try again, and win, in 1905. His ultimate goal was to become prime minister — one of the few things that ever eluded him.

As Ludwig's drive for work began to take its toll, it was Alfred who had the business acumen to step in and ably represent his father at Brunner-Mond, and at the nickel company, all while making a significant mark

## Make yourself necessary

in the House of Commons.

In late 1909, Alfred's wife Violet brought their eldest son Henry, then 11, to his ailing grandfather's bedside. "We all hope that Henry will carry on your tradition," she said.

Ludwig replied: "We all hope Henry will make himself necessary."

Doctor Ludwig Mond died on December 11.

### The Melchett Era Begins

The next year, Alfred became 'Sir' Alfred, dividing his considerable energies between politics and the Mond business interests. His influence in both arenas continued to expand.

In October 1926, Nobel Industries and Brunner-Mond, along with the British Dye-stuff Corporation and United Alkali Limited, merged to form the giant Imperial Chemical Industries Limited, still known throughout the world as ICI.

It is no accident that ICI Paints (a major division) is today seen as a world leader in Total Quality Management. In *The Mond Legacy*, author Jean Goodman recalls initiatives begun in the late 1920s: "One of [Alfred's] greatest satisfactions lay in his being able to institute far-sighted industrial reforms for the 40,000 workers, ideas conceived from Ludwig Mond's concern for his workers at Winnington. At ICI the works' councils were extended to provide direct links between the board and the workers in every factory. This voluntary collaboration was the forerunner of legislation that would be enacted half a century later."

In June, 1928, Alfred was elevated to the peerage. He chose the name Lord Melchett — and the motto "Make Yourself Necessary" for his coat of arms, thus immortalizing his father's dying words to young Henry.

The merger of Mond Nickel (not part of ICI) with International Nickel soon followed, at the beginning of 1929.

Alfred Mond, the first Lord Melchett, died on December 27, 1930. Henry inherited the title, followed by his son, Julian.

### Fourth and Last?

In 1973, at age 25, Peter Robert Henry Mond became the fourth Lord Melchett, albeit reluctantly. Something of a rebel, the politician and ecologist prefers to 'make himself necessary' in his own way — very much like the great-great grandfather whose influence is still felt in the nickel industry.

If Peter ever stops by to trace the Old Man's footsteps, and to put a face to the name Sudburians still remember with affection, I do hope he brings along one of those Winnington mugs.

# Sports Sports Sports Sports Sports Spo

## Clarabelle hijacks General Office trophy

A visiting team took away this year's General Office Bowling Tournament trophy.

A Clarabelle Mill team consisting of Clayton and Lynda McCoy, Vic and Donna Foucault, John Kollar and Pierrette Levac bowled their way to top place against five other teams from the General Office.

Organizer Jeanette Leftly of Information Services hopes that the traditional event will catch fire again in future years. Only six teams for a total of 36 people turned out this year.

The tournament closed with a draw and meal at the Holiday Lanes in Sudbury.



There's nothing like having a General Office Bowling Tournament and giving the trophy to Clarabelle Mill. From left, Vic and Donna Foucault, Pierrette Levac, John Kollar and Linda and Clayton McCoy.

## INCO SPORTS

Do you have a plant, office or mine sports league organized? How about an annual, periodic or occasional bowling, curling or basketball event. Whether it be a fully-organized league or a friendly keep-in-shape fun game, we'd like to give you space on our sports page.

So designate a correspondent, take some pictures (we'll develop the film) or just send the results of your sports event to Public Affairs by inter-office mail or to: Inco Triangle, Public Affairs, Copper Cliff, POM 1NO



# EVH

## FOR YOUR HEALTH

From the Occupational Medicine Dept.

Although the shutdown will cause some financial stress to some of us, we can use this time to our advantage. This is the time to do some of the things that we know we should be doing or have wanted to do but said that we never had the time to do them.

Close to the top of our list should be to put an emphasis on our health so we can increase our energy and decrease illness and aches and pains now and in the future.

1. Make a list of all the things you'd like to do to increase the possibility that you will have lots of energy and stay healthy. The list could include:

- \* Improving your eating habits.
- \* Learning to relax.
- \* Exercising regularly for your heart and for your muscles and joints.
- \* Smoking less.
- \* Drinking less coffee.
- \* Drinking less beer.
- \* Being happier more of the time.

2. Rank them in order of importance. Add any that are not listed.

3. Make a plan for each one. It is usually better to do a little bit often on a regular basis so that it becomes a way of life than to completely do one thing and let all the others go.

### Improving Your Eating Habits

Eat high energy foods such as fruits and vegetables with a little meat, fish, chicken or cheese.

Eat according to the Canada Food Guidelines. Information available through the Occupational Medicine Department 682-5179.

Eat breakfast. Remember it doesn't have to be cereal. It can be any foods that you like. A little protein, bread and fruit are ideal.

Eat lunch and a few nutritious snacks during the day and stop having a big supper and snacking at night.

Keep in mind that fat and sugar are energy-robbing foods and will tend to make you feel tired soon after you eat them.

If you have extra weight get a calorie book and change some of your high calorie habits into low calorie ones.

If you are having a special meal, enjoy it but get back to your eating plan for the next meal.

If you are overweight and have trouble getting into a good eating routine join a weight loss support group. For information call the Occupational Medicine Department 682-5179.

### To Prove to Yourself that it's Worth it Notice How Much More Energy You Have

#### Coffee and Caffeine

More than three cups of coffee a day can cause more health problems over time. The equivalent amount of caffeine from coke, pepsi or tea has the same effect. Decide when you would miss the drink the most and start cutting back at the other times. Replace the caffeine drink with water or other types of juices. Serve them in a nice glass with ice to make them more appealing.

#### Exercising Regularly

Almost any exercise that you do will help you feel more alert unless you did too much. A good routine would include exercises for your back and neck, arms and heart.

You get more out of exercising if it is enjoyable. If exercising isn't your big love then do it in little bits throughout the day. Do it to music. Make opportunities to walk, even if it is

## Use the shutdown to gear up

parking a short distance from where you want to go. Walk up and down the stairs. Do arm exercises while you wait for the coffee to perk. Do exercises for your back, neck and arms in the commercials while you are watching TV.

To exercise your back and neck you should do exercises on your hands and knees and on your back.

To exercise your heart, you need to do an activity without stopping for at least 15 minutes such as walking, riding a stationary bicycle in front of the TV or swimming.

Put up reminders until your plan becomes a habit.

Set up your routine and support system to make it easy. As an example, exercise with a family member or go for a walk at a regular time with a friend.

And, of course, make time for any activities that you enjoy or try a new activity such as bowling, exercising in the water, skating, cross country skiing etc.

In addition to being fitter and having more energy studies show that people who exercise regularly get sick and injured less often than those who do not.

### Learn to Relax

There are many ways to relax. What suits one person may not suit another but all of us need to learn to relax quickly. This only comes with practice.

Listen to slow music that you like and find relaxing. Listen to it often. Singing along with the music increases the relaxation effect.

Learn some relaxation techniques. The easiest one is to get into a comfortable position, close your eyes, breath in slowly to a count of eight, and breath out to a count of eight. Repeat several times until you can feel yourself relax. If you feel light headed you are counting too slowly. Buy some relaxation tapes. If you already have health problems that are made worse by stress get some help from a counselling services.

Laughter and humour help us forget our problems and help us relax. We should have 40 laughs a day for good health. Spend time with people who make you laugh, read the comics and joke books, watch comedy on TV or video, etc.

### Smoking and Drinking

Just as with caffeine, decide when you enjoy a cigarette or a drink the most. Try cutting back gradually at other times. Keep in mind that these habits are both habits and chemical addictions. By decreasing rather than stopping cold, you will be giving your body a chance to get used to less of the chemical. Some people cannot do it gradually but must stop completely. Either way you are helping your body and mind to be in better shape.

Get support from the appropriate group if you are having difficulty changing your habit or habits on your own.

**Remember, by Having Good Health Habits You Are Actually Changing Your Brain's Chemistry so That You Will be Healthier and Have More Energy**

If you like to read, there are lots of books in the library and the bookstore on the above topics.

If you have difficulty changing some of your habits on your own, there are places that you can go for help or you can form your own support group with a friend or family member.

### New Healthy Routines Must be Practised So They Become Our Habits

Changing habits that we have had for years is not easy but take the time to change some and practice them over the holidays and the shutdown so that exercising, eating and drinking properly and so on have been practised enough that they become your habits now and for the future.



## Laboratory News

### Novel technology wins award for Inco

A team of five scientists at Inco's J. Roy Gordon Research Laboratory in Mississauga won the Sheridan Park technical achievement award — Inco's second such win.

The award-winning team invented a novel process for the pyrometallurgical refining of copper from crude copper-nickel sulphide. The process is a key component of Inco's new \$600 million smelter renovation to reduce sulphur emissions at its Copper Cliff operations near Sudbury. The new process differs significantly from conventional technology in that it uses pure oxygen as its fuel, resulting in fewer processing vessels, more scrap consumption and elimination of the conventional and troublesome tuyeres (devices used to inject air) located under

the molten bath.

This innovative technology will contribute to a major reduction in emissions of sulphur dioxide to the atmosphere. It reflects Inco's ongoing commitment to apply cost-effective best management practices to advance environmental protection. The process has also enabled implementation of another technology, that of removal of nickel oxide mush by reduction and re-dissolution using a ferro-silicon alloy, which further reduces fugitive emissions of sul-

phur dioxide that have haunted conventional technology for decades.

A previous Sheridan Park award won by Inco was for a process to destroy cyanide in industrial efflu-



Haydn Davies, Ric Stratton-Crawley, Sam Marcuson, Carlos Diaz, Professor Keith Brimacombe, Sandy Bell and Dr. Hutch Holton, President of the Sheridan Park Association.

Crawley.

At the time of the invention, Haydn and Ric were at the Research Stations in Port Colborne where the pilot testing was done. After holding several positions at

ent. Last year's award, which was shared with Xerox Corporation, was presented in December by Professor Keith Brimacombe of the University of British Columbia to Dr. Sam Marcuson, Dr. Carlos Diaz, Dr. James (Sandy) Bell, Dr. Haydn Davies and Dr. Richard Stratton-

Copper Cliff in the Smelter, Central Process Technology and Central Mills, Ric recently returned to Sheridan Park as section head, Mineral Processing. Haydn is now manager of the Port Colborne Refinery, Sam is supervisor, Process Technology in the smelter, Carlos is section head, Pyrometallurgy, at JRGRL and Sandy is director of Product Research.

Sheridan Park in Mississauga — founded in 1964 — is Canada's first integrated community designed for industrial and applied research and development. The technical achievement award was initiated by the Sheridan Park Association in 1985 to recognize outstanding innovation and development of technological concepts leading to significant commercial application.



